CHAPTER 304

SUSTAINMENT ACTIVITIES

A. SUSTAINMENT

1. General. Sustainment is the provision of personnel, logistics, and other support required to maintain and prolong operations or combat until successful accomplishment or revision of the mission or national objective. Though sustainment is identified as a phase of movement operations separate and distinct from deployment, deploying and in-place forces require actual sustainment throughout the deployment phase to provide essential staying power for the duration of operations/combat. Movement of initial required sustainment during the deployment phase is therefore integral to and concurrent with force deployment, and is accordingly planned, prioritized and executed as part of the TPFDD via the JOPES process. This provides the supported CDR a single reference to prioritize strategic lift allocation and other resources among an unusually large number of competing requirements under potentially severe constraints, as well as track the build-up of essential combat power. As the deployment phase transitions to the sustainment phase, reduced force deployment demands and lift constraints permit a shift toward increased use of channel lift and standard DTS processes. Throughout all movement phases, supported CDRs must ensure that sustainment is accorded sufficient priority for lift and throughput capacity allocation to sustain their forces.

2. Responsibilities and coordination.

   a. Supported CDR will:

      (1) Standup a sustainment management cell in conjunction with the command center, JMC, or equivalent organization.

      (2) Identify nonunit-related resupply and NRP channel lift requirements for follow-on sustainment to USTRANSCOM (this may be accomplished via the TPFDD through the use of cargo increment numbers and PINs).

      (3) Prioritize frustrated or backlogged cargo to ensure cargo arrives in the order it is needed.

      (4) Provide instructions to the Service ACAs on clearance parameters and prioritization requirements. Issue specific airlift challenge criteria in order to prioritize the flow of operational and sustainment channel cargo to best meet mission requirements. Conflicts between CDR mandated and Service airlift challenge criteria will be coordinated by the supported CDR and the affected Service.

      (5) Provide theater logistics support from arrival within the AOR, to include forward movement.

      (6) Coordinate with USTRANSCOM to provide effective use of transportation assets.

      (7) Ensure theater component CDRs forecast movement requirements to the parent Service.

      (8) Ensure theater movement requirements are consolidated and executed using theater-assigned or allocated airlift resources.

(9) Validate inter-theater movement requirements, to include retrograde, and submit to the DDOC at USTRANSCOM.

(10) Establish a JMC to coordinate sustainment movements by all modes of theater transportation.

(11) Establish a Strategic Movement Coordinator (SMC), either separate or combined within the JMC, to serve as the CDR's single focal point for strategic movement. The SMC will:

(a) Function as the coordinator for strategic movement and distribution with USTRANSCOM, responsible for providing coordination of, and oversight for, sustainment flow into their respective theaters of responsibility.

(b) Issue, as directed by the supported CDR, specific airlift challenge criteria to facilitate the prioritization of the flow of operational and sustainment channel cargo to satisfy CDR mission requirements.

(c) Arbitrate issues concerning sustainment transportation mode determination as forwarded to them by the Service Clearance Authorities.

(d) Monitor the theater distribution plan, unit location data, and unit mission/task priority. Coordinate with CONUS ports and container consolidation points to ensure cargo consolidation actions are employed to ensure efficient transition of cargo from strategic to theater transportation systems.

(e) Monitor containers, air pallet, and net inventories. Ensure equipment is returned to the DTS within three days of containers or pallets being delivered to final destination. Report damaged and lost equipment IAW this Regulation, Part VI.

(12) Examine the need for a Combatant Command Joint Transportation Board (JTB) to apportion transportation allocation among components for unit movement, non-unit movement, and resupply.

(13) Pass humanitarian relief requirements to theater airlift wings via JTF or via subordinate component agencies.

(14) Negotiate HN support to augment or expand transportation capability.

(15) Identify unit-related accompanying supplies and NRP lift requirements for initial sustainment as Force Requirement Numbers/ULNs (when sourced) in the TPFDD.

(16) Determine how much, and what type of, materiel can move by surface vice air in the predeployment phase of operations.

(17) Ensure sufficient logistics forces are available to effectively execute Reception, Staging, Onward Movement, and Integration (RSO&I).

(18) Design and train personnel on an integrated theater distribution architecture.

(19) Ensure sufficient training and infrastructure exists to effectively use radio frequency identification to enhance asset visibility.

(20) Develop a theater sustainment distribution plan and the supporting processes and organizational structure.

(21) Develop a theater retrograde plan and the supporting processes and organizational structure.

(22) Monitor the total theater distribution capacity and node capacity. Regulate sustainment requirement identification, prioritization and strategic delivery processes to maximize operational capability and mission support within those restrictions.

(23) Provide joint visibility over theater retail and wholesale assets, weapon systems, equipment, maintenance status and estimated days of supply for mission critical parts and supplies.

b. Supporting Commands will:

(1) Coordinate for movement outside the theater AO.

(2) Provide personnel, equipment, and supplies for, and to support, movement outside the theater AO.

c. DOD Components will:

(1) Provide logistics support to their respective forces.

(2) Coordinate with USTRANSCOM to ensure most effective use of common-user military airlift services.

(3) Identify POCs at the Component CDR and/or JTF levels to address challenges posed by their ACA to justify the need for sustainment items to move by airlift. POCs identified will be in the best position and of sufficient rank to determine the true actual urgency of need for sustainment cargo by forward deployed forces.

(4) Monitor the theater distribution plan, unit location data, and unit mission/task priority. Coordinate with CONUS ports and container consolidation points to ensure cargo consolidation actions ensure efficient transition of cargo from strategic to theater transportation systems.

(5) Monitor the total theater distribution capacity and node capacity. Regulate unit and Component sustainment requirement identification, prioritization and theater delivery processes to maximize operational capability of all Components and mission support within those restrictions.

(6) Ensure shipping containers, air pallets, and nets are returned to the DTS as soon as possible. Establish procedures to ensure damaged and lost transportation equipment is reported IAW this Regulation, Part VI.

(7) Provide joint visibility over component assets, weapon systems, equipment, maintenance status and estimated days of supply for mission critical parts and supplies.

d. USTRANSCOM will:

(1) At the request of the supported CDR, establish a sustainment movement management cell in the DDOC. The cell will:

(a) Provide assistance to the CDR in deconflicting sustainment and deployment movements when they compete for limited transportation assets and/or lift allocations.

(b) Coordinate with TCCs, CDR, JTF staff, Services, DLA activities, and/or theater distribution managers to resolve sustainment movement problems.

(c) Respond to CDR sustainment movement priority decisions.

(d) Ensure TCCs provide transportation movement status reports to reflect sustainment movement activity to include backlog levels at sustainment POEs, intermediate staging points, and PODs.

(e) Monitor TCCs' coordination and execution of intra-theater sustainment movement from POD reception point to sustainment delivery locations.

(f) Coordinate with supporting Services/Agencies providing sustainment to source and validate for movement in JOPES those unit-related accompanying supply requirements not already sourced from force-held, HN support or prepositioned stocks.

(2) Task AMC to establish channel routes and frequency of service to support CDR requirements.

(3) Ensure proper mode of transportation is chosen based on requirements and availability of assets.

(4) Ensure aerial port requirements are obtained from supported command and coordinated with AMC.

(5) Provide global airlift and sealift transportation to support mission sustainment requirements.

(6) Ensure surface port requirements are obtained from supported command and coordinated with SDDC.

(7) Provide joint visibility over in-transit unit cargo and personnel; non-unit cargo and personnel; retrograde cargo; frustrated cargo; and shipping equipment (containers, pallets, and nets).

e. Service Component ACA will:

(1) Review, and challenge, sustainment cargo being transported by channel airlift IAW existing Service and Joint doctrine and regulations, as well as specified requirements

prioritization guidance as identified by the CDR (See Paragraph A.2.). **Note**: All JCS or Service project-coded sustainment cargo is subject to review and challenge.

(2) Keep the SMC informed of all shipment challenges and shipment challenge responses.

(3) Serve as the single POC, in coordination with the SMC/JMC, for green sheeting (See Chapter 302, Paragraph E.1.g (1)) for CONUS shipments destined for the CDR's AOR.

(4) Review challenge responses to determine if justification for air shipment exists.

(5) Reroute cargo to the surface mode of transportation as determined by:

(a) Insufficient justification provided in response to an air shipment challenge.

(b) CDR Component Command/Service POC direction that air shipment is not justified.

(c) Upon SMC determination that air shipment is not justified.

(6) Defer rerouting decision-making to the SMC for final arbitration.

3. Movement. Supply and materiel sustainment of deployed forces consist of two categories, which follow different processes for intertheater/strategic movement: unit-related supplies and equipment (accompanying supplies) and nonunit-related supplies and equipment (resupply), Figure 304-1. These categories are distinguished not by their sourcing, since they may share common sources such as prepositioned war reserve stocks, but rather by their timing in relation to the deployment and sustainment phases of movement. During the deployment phase, time-phased deployment requirements are developed, sourced, refined, and validated in JOPES for USTRANSCOM movement scheduling. Intertheater airlift for the deployment phase of an operation is requested through the JOPES process. Normally, unit-related, accompanying supply sustainment is planned as part of the deployment TPFDD developed in JOPES. However, as the operation progresses and movement shifts to the sustainment phase, intertheater sustainment lift focuses more on nonunit-related resupply via established channels or contingency channels.

a. Unit-related supplies and equipment (accompanying supply) requirements identify initial unit sustainment requirements. These requirements, once sourced, provide the force with the staying power (also called sustainability) to perform its mission from the time it deploys until a specified planning period after the commencement of operations (usually set either by Service policy or the CDR), which may extend from C/D+5 to C/D+60 and should correspond with the deployment phase of movement for the operation. Accompanying supply requirements may be sourced from a unit's organic equipment, basic (or prescribed) load, prepositioned stocks/programs, force-held stocks, HN support, common item support, other war reserve stocks, or through requisitions (with RDDs during the specified period) to sources of supply. Unit-related supplies and equipment sourced from on-hand or force-held stocks are configured (palletized and containerized) and documented for deployment by the unit, while those sourced from other stocks or through requisitions are configured and moved/deployed by supporting commands. Unit planners and other sourcing commands enter movement data for unit-related accompanying supplies in the TPFDD, as well as concurrent entry into the DTS as necessary.

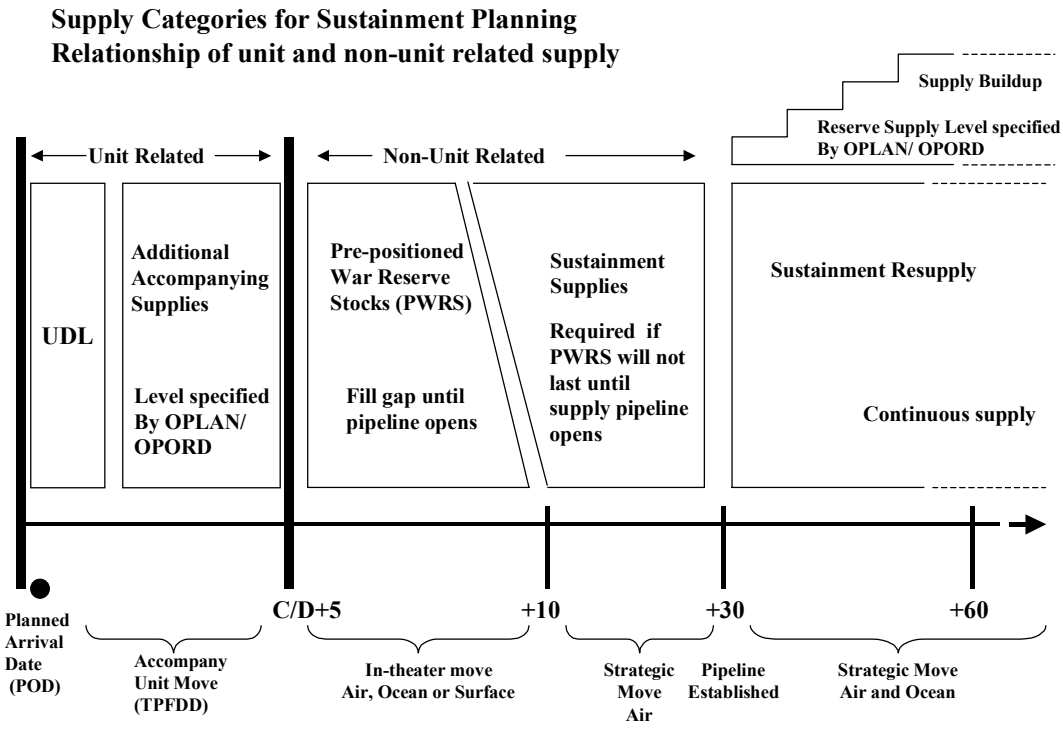

Figure 304-1. Unit-Related and Non-unit-Related Supplies and Equipment

b. Nonunit-related supplies and equipment (resupply) requirements identify follow-on sustainment requirements projected for movement on or after C+1. Resupply requirements may or may not be clearly identified to support a specific unit's mission. Resupply may be sourced from any potential source of supply. Resupply sustainment cargo will enter the DTS through established POEs, and is prepared and documented IAW this Regulation, Part II. Resupply sustainment cargo will move via channel airlift/sealift to the maximum extent. Channel movement is according to TDD standards and theater distribution capacity.

c. Priority changes for TPFDD unit-related accompanying supplies will be as validated by the supported CDR. Priority changes for nonunit-related resupply will be coordinated with the supported CDR and the Service ACA/Water Clearance Authority and IAW this Regulation, Part II. This could be the JTB, JMC, or the component command.

d. In addition to moving unit-related accompanying supplies per the TPFDD, USTRANSCOM supports strategic sustainment airlift for high priority shipments through channel service or express service. Priority nonunit-related resupply sustainment requirements will be moved on predetermined channels validated by the supported CDR and USTRANSCOM. Critical cargo with definite delivery times might be picked up by express carriers at depots or installations, moved by the carriers to either a commercial or military hub, and loaded on AMC organic, CRAF, or commercial airlift missions for delivery to the AOR and/or Joint Operations Area. Routine resupply sustainment is accomplished by sealift, starting at a time determined by the CDR in coordination with USTRANSCOM. The US flagged merchant fleet and MSC-controlled ships, augmented by ships from the RRF, generally provide intertheater sealift sustainment. The US flagged merchant fleet contains many container ships capable of transporting and discharging large quantities of cargo. RRF augmentation is often required to meet specific requirements for vessels with particular features or

capabilities. The priority for the movement of sustainment, once the deployment phase has finished, is handled IAW TDD standards and theater distribution capacity.

4. NRP and Ammunition

   a. NRP are any active duty personnel from any Service (including RC Service members accessed onto active duty), DOD civilians, contract civilians, and Red Cross personnel who deploy as individuals or as a small group of individuals without a unit. NRP consists of individual military manpower alerted for deployment to serve as individual unit fillers to bring undermanned units to authorized manning levels and casualty replacements in theater. NRP are normally moved via commercial transportation from losing organizations to designated CONUS replacement centers. Service personnel commands coordinate strategic lift requirements with USTRANSCOM for movement of NRP from the CONUS into theater based on deployment shelf requirements incorporated into the TPFDD during planning. Shelf requirements are integrated into transportation and reception plans and used to determine the number and location of CONUS replacement centers and APOEs required to support the deployment.

   b. Ammunition. SDDC provides routing instructions for movement of all classes of ammunition entering the DTS. Planning for commercial port operations needs to include: exact location of operations (berth numbers), the number of containers, duration of operations to include operating hours (from the call forward-staging period until operations are completed). Potential risks will be identified IAW Department of the Army (DA) Pamphlet 385-64, Ammunition And Explosives Safety Standards, to include quantity distance arcs and the association to inhabited buildings or unassociated personnel. In a contingency operation, select units may be designated to deploy through select commercial ports with their ammunition basic load. A potential deployment constraint (particularly in HN ports) related to movement of ammunition is net explosive weight. Port safety requirements may restrict the amount of ammunition or other HAZMAT that may move through the port at any given time. Discharge of ammunition at the foreign PODs requires prior coordination with HN authorities to certify the port for ammunition handling and storage, or to obtain waivers to discharge ammunition through commercial ports. Similar authorization may be necessary for storage of ammunition at intermediate staging bases. For CONUS ports, SDDC will process DOD explosives safety waivers and coordinate other permits or clearances. For OCONUS ports, the geographic CDR will assign waiver and clearance responsibilities to one of its component commands. For CONUS deployment situations, if a unit is scheduled to move through a commercial seaport with basic load munitions, SDDC must be notified early on to process the necessary DOD explosive safety waivers and USCG permits. The following information must be provided for waiver and permit purposes: DOD Identification Code; National Stock Number; DOT proper shipping name; hazard class, storage compatibility, and fragment distance; United Nations identification number; round count; net explosive weight; and shipping configuration, e.g., vehicle upload, containerized. SDDC must also activate DOT Exemption 3498 before actual movement of uploaded vehicles can commence. All HAZMAT (including ammunition) shipments must be prepared and documented IAW this Regulation Parts II and III, Appendix J, and other regulations.

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